



**MINISTRY OF FINANCE AND THE PUBLIC SERVICE
TRANSFORMATION PROGRAMME
DIGITAL SIGNAGE CONSULTANT**

TERMS OF REFERENCE

1.0 BACKGROUND

- 1.1 The Government of Jamaica (GOJ) charted in 2009 a path for national development and renewal which, inter alia, calls for the repositioning and transformation of the Public Sector to support the achievement of the National Outcomes delineated in ***Vision 2030 Jamaica, the National Development Plan***.
- 1.2 Recognising the centrality of preserving a stable macroeconomic landscape as the fulcrum for sustainable national growth and development, the GOJ enunciated its commitments to ensuring that the macro and micro economies are poised to produce the conducive environment necessary to achieve *National Goal 3: Jamaica's Economy is Prosperous*, as indicated through the associated outcomes:
- *National Outcome #7 – A Stable Macro economy*
 - *National Outcome #8 – An Enabling Business Environment*
 - *National Outcome #9 – Strong Economic Infrastructure*
 - *National Outcome #10 – Energy Security and Efficiency*
 - *National Outcome #11 – A Technology-Enabled Society*
 - *National Outcome #12 – Internationally Competitive Industry Structures*
- 1.3 The GOJ, in agreement with key multi-lateral /bilateral agencies and development partners, has also developed the Economic Reform Programme (ERP), an initiative designed to reduce the national debt burden; promote fiscal discipline; increase revenue; improve efficiency in GOJ operations; and, the implementation of key reforms, namely in the public sector, pension administration and taxation.
- 1.4 The roll out of the ERP will, of necessity, be led and managed by the Ministry of Finance and the Public Service (MOFPS). The Ministry has overall responsibility for developing the GOJ's economic policy framework, collecting and allocating public revenue, and playing an important role in the socio-economic development of the country, in creating a society in which each citizen has every prospect of a better quality of life. Further, the key components of the ERP include tax reform, public sector transformation, pension reform, debt management, central treasury management system, and corporate governance, all of which fall within the remit of the Ministry.

- 1.5 In December 2013, the MOFPS completed a comprehensive Strategic Review. The review identified a number of important deficiencies that reduce the MOFPS's effectiveness and efficiency to promote economic growth and development, including: (i) a centralized decision making structure exacerbated by an excessive number of direct reports to the Financial Secretary; (ii) a prevalent culture of silo thinking with weak coordination and consultation between divisions; (iii) resistance to change; (iv) emphasis on transactional bureaucratic processes over policy-making functions, (v) insufficient skills and competencies for required tasks such as economic analysis and forecasting; (vi) prevalence of cumbersome processes; and (vii) unclear roles, duplication of tasks, and functions overlap.
- 1.6 The strategic review also provided a number of recommendations to address these deficiencies and improve the performance of the MOFPS including: (i) revision of the vision and mission of the Ministry to focus on the creation of the environment for sustainable growth in Jamaica; (ii) organisational restructuring of the Ministry to better allow for the achievement of the above strategic objectives; and (iii) enhancement of work processes and systems. In addition, recommendations were put forward to address deficiencies identified with regards to: (a) *leadership and accountability*: implement Accountability Framework and increase focus on strategic management activities; (b) *decision-making structures*: reduce bottlenecks and increase responsiveness by reducing the number of reports to the Financial Secretary; (c) *people*: build capacity to ensure that critical activities can be performed; (d) *work processes*: carry out a business process reengineering exercise to eliminate duplications and overlap; and (e) *culture*: reduce degree of "silo-mentality" by establishing new units that merge common functions (e.g., monitoring) that are currently duplicated across units.
- 1.7 The MOFPS recognizes the need to realign its organisational structure and machinery to improve the efficiency of its operational management and internal processes, and to strengthen its policy-making and implementation capacity. The MOFPS therefore must be transformed to better facilitate sustainable growth in the national economy, effective regulation of the country's financial institutions, and the cost-effective delivery of public services. As such, the Ministry has embarked on a three (3) year Transformation Programme.
- 1.8 The objectives of the Transformation Programme are to: (1) make the operations, machinery and internal processes of the MOFPS more efficient; (2) improve the development and execution of policy associated with public fiscal management; (3) improve the policy making capacity and, in particular, strengthen institutional arrangements to analyse and formulate economic and fiscal policy; and, (4) develop the relevant organisation structure, culture

and accountabilities required for sustained operations of the MOFPS and execution of its strategic objectives.

1.9 The Transformation Programme has three (3) components that will:

1. Re-organise the Ministry in line with the Value Chain Approach to enable the effecting of core responsibilities that can lead to strategic success;
2. Build capacity within the MOFPS to enable the transformation to a High Performing Organisation; and,
3. Develop, implement and sustain supporting change and culture management programmes and initiatives to support renewal across the Ministry.

Component 1 - MOFPS Re-organisation

This component supports the Ministry's organisation restructuring. Main activities include:

- Develop a comprehensive three-year implementation plan for the MOFPS Transformation Programme with assigned responsibilities, cost, timelines and milestones;
- Conduct a business process reengineering exercise to eliminate red tape, merge duplicating functions and eliminate redundant and unnecessary ones;
- Definition of functional profiles and job descriptions for the new structure;
- Implementation of HR transition strategy and plan to move MOFPS staff from the old structure to the new one;
- Adoption of new MOFPS organisation structure (i.e., organisational chart, staffing levels, operating procedures);
- Prepare procedures manuals to support new/improved business processes;
- Conduct space audit to inform the reallocation of staff work space based upon new organisation structure;
- Establish ICT Governance Framework to enhance systems management; and
- Develop Performance Management and Accountability Framework, including the development of Service Level Agreements with clients.

Component 2 - MOFPS Competencies and Capacities

This component provides a competency framework along with a robust capacity building programme to address skill and competency gaps. Activities include:

- Design and implement a competency framework for the Ministry;

- Carry out a comprehensive training needs assessment, followed by a training plan based on the needs assessment findings; and,
- Conduct training impact evaluations.

Component 3 - Change Management and Communication

This component supports the transformation of the Ministry's organisational culture. It should also lead to an improved understanding of the needs and behaviour of employees transitioning within macro-level organisational change and to promote transformation programme activities across the MOFPS. This will be executed in collaboration with an external change management consulting firm. Main activities include:

- Design and implement a change management and communication plan to mitigate re-organisation related risks;
- Apply behavioural insights to external business processes;
- Apply behavioural insights to internal business processes as part of the Transformation Programme, focusing on improving staff engagement, productivity and change management;
- Enhance capacity of MOFPS staff to respond positively to change;
- Assure key stakeholders engagement throughout the MOFPS transformation process.

1.10 To carry out its Transformation Programme, the MOFPS will establish an implementation management structure with the following core elements:

- i) Creation of a dedicated Programme Management Office (PMO), responsible for ensuring full implementation of the programme. The PMO will be comprised of both consultants and MOFPS staff who will provide the technical and advisory support to MOFPS senior management for Programme implementation. The MOFPS staff will work exclusively and on a full time basis in the PMO. The PMO will include:
 - a. **PMO Director** - manage the day to day operations of the PMO and have primary and direct responsibility for components one (1) and two (2);
 - b. **Change Management consulting firm** - will have direct and primary responsibility for component three (3) which will design and implement a change management strategy and plan based on the application of behavioural economics, as well as the attendant communication plan;

- c. **Business Analysts** - provide the management analysis and organisational development functions including business process reviews and the development of job descriptions;
 - d. **Business Process and Organization Development Specialist** - conduct business reviews/reengineering exercise, design and implement organisational development interventions and develop SOPs and procedure manuals.
 - e. **Change Management and Culture Management Specialist** - assist in the implementation of the change management strategy and plan as well as the implementation of the communication plan;
 - f. **PMO Administrator** - provide the financial management and project management support required for the successful operation of the Programme, as well as assisting in financial reporting and performance updates to International Development Partners.
- ii) establishment of a Transformation Steering Committee (TSC) to support and supervise the implementation of the programme. The TSC, chaired by the Financial Secretary and composed of key stakeholders, will ensure robust program governance, strategic direction and oversight.
- iii) designation of change leaders and change agents in every unit of the organisation, selected from the MOFPS staff.

The Strategic Public Sector Transformation Project provides support to the implementation of the Transformation Programme within the MOFP, and is being implemented by the Programme Management Office (PMO) of the Ministry. As part of the Change and Culture Management component, a communication strategy has been developed for the Ministry, which includes traditional and non-traditional media.

Goals of Communication Strategy are:

- To galvanize support for the Transformation Programme in Ministry of Finance and the Public Service geared towards achieving centre of excellence by 2018.
- To implement communication activities that will foster greater “buy in”, to transforming MOFPS into a centre of excellence by 2018.

Main Objective it to:

- To create buy in and ownership for the vision of the MOFP becoming a center of excellence by 2018.

Strategy objectives:

- To provide accurate and on time information to staff at the MOFPS about the Transformation Programme
 - To consistently communicate to staff the rationale for transforming to a centre of excellence by 2018.
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OBJECTIVE OF THE CONSULTANCY

The objective of this consultancy is to develop the scope of services and technical specifications which shall be used to secure a supplier for the Management of Digital Displays at the Ministry of Finance and the Public Service (MOFP). The selected Service Provider will enter into a contract with the MOFP for a term to be agreed, with an annual review. The Service Provider will design, and implement a cohesive digital display ecosystem focusing on the supply and integration of digital display monitors, and any relevant computer software and hardware as appropriate. The system will be designed to be expandable and able to accommodate emerging technologies.

SCOPE OF WORK

In order to achieve the objectives of this activity the consultant will be required to:

- Develop the scope of services for the procurement of a supplier to implement a digital signage/electronic multi-media system.
- Prepare the detailed specifications for a the Digital Signage system.
- Prepare partial bidding documents for the System.
- Prepare detail costing of systems to be used.

- Prepare any relevant drawings
- Conduct site visits on the MoFPS' properties. These visits will clarify the scope of services to be provided and will include a tour of the selected locations to identify areas for the installation of the Digital Display Screens and Systems. This will also provide an opportunity to investigate and seek clarifications regarding any aspect of the development of the Bidding documents.
- Develop Evaluation criteria to assist in the selection process.
- Develop a list of potential suppliers
- Participate in the evaluation process for the selection of a suitable supplier

COORDINATION

Contract will be implemented by the Programme Management Office (PMO). Both Consultant and PMO will work together to ensure the TOR are in keeping with the funding agencies requirement. **A Technical Committee will review Deliverables to be approved by Programme Director.**

QUALIFICATIONS/ EXPERIENCE

1. QUALIFICATION CRITERIA

The MOFPS intends to implement this system by July 2017 and now invites Consultants to indicate their interest in providing the services outlined. Interested Consultants are encouraged to submit their Curriculum Vitae along with other relevant documents to be considered for this consultancy.

Candidates must:

- (a) Have at least 5 years' experience in the design, development and implementation of the Corporate Digital Communication strategy for organisations.

- (b) Possess the relevant experience, training and/or certification in relevant areas appropriate for this engagement/digital signage certification or equivalent and qualifications in Information Technology (IT).
- (c) Have at least 5 years' experience in the design, implementation and management of digital display solutions of similar scope for organisations.

4.0 SPECIFIC KNOWLEDGE AND SKILLS

- Sound understanding and knowledge of Digital Communications
- **Experience working with multi-functional communications or IT based institutions would be an asset.**
- Have the relevant knowledge of developing bidding documents including specifications related to the assignment.
- Proficiency and experience in working with multidisciplinary teams.

5.0 DELIVERABLES

The deliverables will be submitted based on the scope of work specified. Upon completion of deliverables consultant will be required to submit an invoice for payment.

| NO. | Deliverable | Performance Standard | Payment Schedule |
|-----|---|--|---|
| 1 | Specification and / or Scope of Services Document | Submitted one (1) Month after commencement of the assignment. The deliverable shall include details of hardware and software requirements, recommended locations, service implementation and maintenance requirements that address type of layout, general content performance , | 50%of the contract value upon approval of the deliverable |

| NO. | Deliverable | Performance Standard | Payment Schedule |
|-----|------------------|---|--------------------------|
| | | digital signage device and network management. | |
| 2 | Bidding Document | Final Bidding documents no later than six weeks of commencement of services Deliverable shall include project summary final scope of services/ specification document , evaluation and qualification criteria, list of goods and delivery schedule, list of related services and completion schedule , technical specifications, any drawings, description of performance verification test(s), and any other relevant information. | Final 50 % upon approval |